



Report of: Corporate Director Finance and Resources

Meeting of:	Date	Agenda item	Ward(s)
Audit Committee	14 June 2017		

SUBJECT: Principal Risks Report 2017/18

1. Introduction

- 1.1. This report presents an update on the principal risks facing Islington for 2016/17. It has been prepared for the Audit Committee, and is an update to the Principal Risk Report considered in January 2017
- 1.2. The appendix presents an executive summary of the report and the risk map. Thereafter the principal risk report provides an update for each risk as to recent developments and key mitigating actions underway.
- 1.3. For each risk detailed in the report there are a number of control mitigations in place. This report provides an update on key actions underway, but does not detail all of the controls (mitigations) already in place.

2. Recommendations

- 2.1. The Audit Committee are asked to note and review the principal risks and be satisfied with the proposed action.

3. Implications

3.1 Financial Implications

The programme of work has been met from within the existing Internal Audit revenue budget.

3.2 Legal Implications

None specific to this report.

3.3 Environmental Implications

There are no environmental implications

3.4 Resident Impact Assessments

There are no direct equality implications arising from the recommendation in this report.

Background papers:

None.

Final Report Clearance



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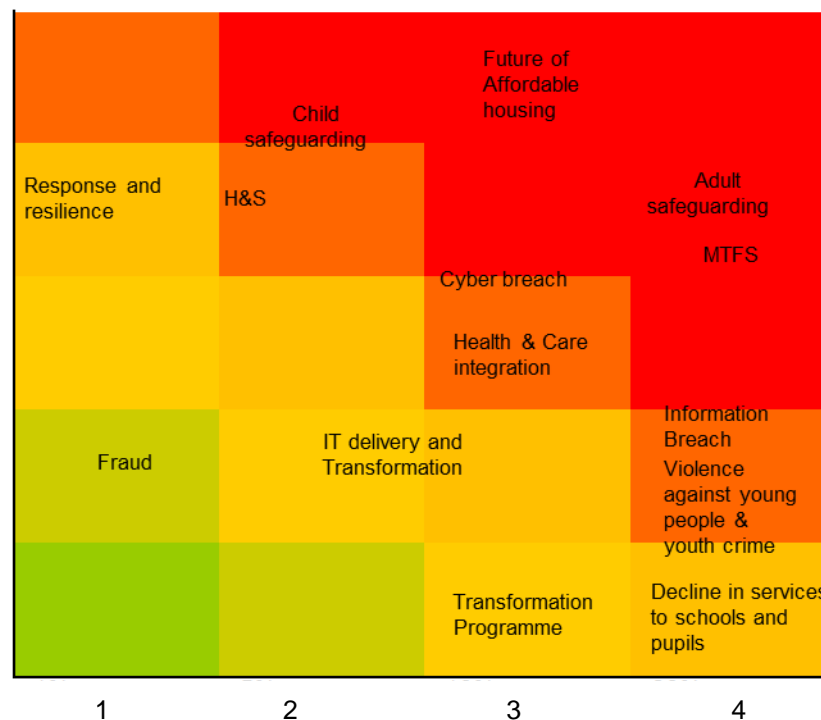
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Appendix


1. Principal Risk Map 2016-18



	Financial	Service delivery	Health and well being	Reputation
5	Financial loss above £10m.	Major disruption to a number of critical services.	Multiple death(s) or serious/ life-changing non-recoverable injury(s) / extreme safeguarding alerts likely. The council fails to fulfil its statutory obligation to protect a child/vulnerable adult from significant harm / a fatality.	Long term damage – eg adverse national or local publicity, highly damaging, severe loss of public confidence. Widespread and high level criticism. Impacts on staff and recruitment.
4	Financial loss above £8m.	Major disruption on an critical service.	Multiple casualties with recoverable injuries. Major safeguarding concerns potentially affecting multiple people. Evidence of known sustained neglect or abuse without intervention.	Medium to long term damage – eg adverse local, regional or national publicity, major loss of confidence, a matter that is frequently referenced in relation to the council.
3	Financial loss above £6m.	Major disruption on an important service. Moderate disruption to a critical service	Noticeable safeguarding risks - known evidence of neglect or abuse without intervention	Medium term damage – eg adverse publicity, local, regional and national coverage, with significant follow-up stories
2	Financial loss above £4m	Moderate disruption on an important service.	Single casualties with recoverable injuries. Noticeable safeguarding risks - evidence of neglect	Short term damage – eg adverse publicity, national follow-up stories on same issue
c	Financial loss above £1m.	Brief disruption on an important service. Repeated disruption on a core service.	Medical treatment required, semi-permanent harm up to 1 year. Safeguarding concerns of neglect	Short term damage – eg adverse publicity, regional follow-up stories on same issue


Impact







2. Principal risk report


Risk	Trend since Dec 16	Recent developments, progress & concerns	Actions
<p>Financial Strategy</p> <p>The Council fails to balance the Council's budget over the medium term – including making the cash savings.</p>		<p>Current budget expectations are that the Council will have to save £210m by 2020 from 2010. To date £170m. A further £40m is expected to need to be found between 2018 and 2020.</p> <p>The General Fund balance was reduced from 5% to 4% as part of 2016/17 budget</p> <p>Frontline service overspends increased to £7.5m in 2015/16 and some savings delivery delayed. That trend has continued into 2016/17 where frontline services are overspending by £9m. During the summer 2016 replacement savings have had to be found for the 2017/18 budget after the identification of slippage and expected non delivery. A £21m package of savings was agreed to balance the 2017/18 budget. However significant savings will need to be identified for 2018/19 and 2019/20 in the coming years.</p> <p>Adult Social Care (over a third of the General Fund net expenditure) faces very demanding challenges, and delivery of budget is contingent on a number of factors such as demographic changes. Some alleviation was found in the government's budget 2017 announcement of additional funding provided via the Better Care Fund.</p> <p>Children service: overspend is increasing due to an increase in caseload. The council faces an increasing volume of highly complex adolescent cases creating budget pressures. A review of support for homeless young people aged 16-17 has commenced to consider whether some young people would have their needs better met by intensive work with their families rather than being looked after</p> <p>Income targets from commercial activity for 17/18 look unachievable and some have been revised. Care needs to be taken for future years when setting future targets.</p> <p>HRA challenges are presented through the High Value Voids Levy and the impact of: welfare reforms such as the benefit cap and roll out of Universal credit (October 2018) which will impact the poorest residents, and potentially lead to rent arrears. Rent arrears are currently just 1%. However the UC two pilots (Croydon and Hounslow) both experienced an increase in rental arrears.</p> <p>Brexit negotiations: if the predictions of an economic slowdown prove correct, local income targets may be impacted in environment and regeneration, and the central government could choose to increase borrowing, raise taxes, or reduce public spending over that already planned. A concern is the devaluation of sterling which could lead some suppliers to raise prices. As yet this hasn't occurred.</p> <p>There is risk to the local economy from the significant increase in business rates in Islington. The Council bears 30% of any loss in income.</p>	<p>CMB, Members and Finance to enforce a new and tougher monitoring regime to include:</p> <ul style="list-style-type: none"> - CMB, Leadership and Joint Board to discuss the monthly monitoring report and management actions; - The monthly monitoring report and management actions to be discussed at one to ones; - The Directors of Financial Management and Service Finance will hold regular meetings with Corporate Directors and Heads of Finance to discuss the monthly monitoring report and management actions; and - The CDR will cover monitoring and management actions in his quarterly meetings with Corporate Directors.


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<p>IT delivery and transformation</p> <p>There is a risk we do not deliver IT projects which will enable/optimize business transformation across the Council</p>		<p>We are embedding Shared Digital, and as a result we are working to address recognised risks associated with the governance and the alignment of culture and objectives during transition. We are moving to appoint the new senior leadership team of SD. A high level Target Operating Model has been published; transition will follow the recruitment of the new SLT and other baseline work.</p> <p>Governance of Shared Digital is through a Joint Committee arrangement with Camden as host borough. The Joint Committee is chaired by Cllr Theo Blackwell for its first year. It comprises 2 cabinet members from each of the other councils; the Corporate directors and CDIO attend as officers. The JC meets 3 times a year (or by exception) is supported by the Management Board (the 3 Corporate Directors, and 2 directors per council). The Management Board is supported by the Delivery Board, chaired by CDIO, and attended by the 3 finance directors and 3 transformation leads from each council.</p> <p>Key work streams have been established and implementation of key infrastructural projects are progressing, e.g. moving to shared data centres, implementing Office 365 and optimising ICT contracts through convergence and contract alignment.</p> <p>There are a number of legacy projects that needs to be consolidated and prioritised. Work is underway to refine the digital portfolio, with CMB actively involved in re-baselining the Islington 'digital portfolio'.</p>	<p>Programme consolidation and prioritisation. R Dunlop. 2016/17 Q2</p> <p>Shared digital: Baseline analysis of at the portfolio of work, service specification, budget due diligence, and resource availability. E Garcez 2017/18 Q1</p> <p>Senior leadership team recruitment, E Garcez 2017/18 Q2</p> <p>Risk identification workshop, E Garcez 2017/18 Q1</p>
<p>Safeguarding adults at risk of abuse</p> <p>The council fails to fulfil its statutory obligation to identify or respond to preventable harm to adults at risk of abuse either directly or via third party establishments</p>		<p>Residential care: There are a small number of local provider services which show an increase in the number of safeguarding concerns. At present there are currently 3 care homes in Provider Concerns in Islington. We have reallocated staff and hired additional staff to respond, however there is an emerging risk as to whether the council has sufficient capacity and ability to redirect social work staff to undertake reviews, particularly in the case of Serious Provider Concerns, in a swift and responsive manner in the longer term.</p> <p>Domiciliary care agencies: we have 3 block providers. One was placed in Special measures by CQC has recently been moved out of special measures. No new packages were placed with the agency in the interim.</p> <p>Regular meetings with Care Quality Commission (including local and regional inspectors) continue to identify any wider concerns about a provider, so that any proposed actions can be appropriately co-ordinated</p> <p>Information from safeguarding alerts/outcomes and contract monitoring findings will be brought together for discussion in the senior management team to enable identification of any patterns or trends in an individual provider. This has happened and is an ongoing feature.</p>	<p>Staff recruitment is underway to address serious provide concerns. J McGregor.</p> <p>We are working with councils across North Central London to improve the market to improve home care, residential care and nursing care (because the market is too small)</p> <p>Where possible we will seek to reclaim costs from providers. J McGregor.</p> <p>A Best Practice Hub for Social Workers is being developed by the Principal Social Workers to support practice and continuing professional development. This work is ongoing. Katharine Willmette</p> <p>The principal SW post is vacant and the new Director of operations (Katharine Willmette) will be to progress and accelerate</p>



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<p>Safeguarding children</p> <p>Risk of safeguarding procedures not followed which would contribute to ineffective protection of children and parents causing significant harm to a child</p>		<p>As part of the Motivational Social Work project, we have carried out a range of audit, evaluation and review activity over recent months which has given us a robust understanding of our service provision, how well it is achieving our aims and where we need to flex and adapt service delivery, to ensure that we have a model of intervention and support that creates the best outcomes for children. This activity has included the following;</p> <ul style="list-style-type: none"> • External evaluation (for the DfE) by the Department of Social Work at Sussex University. • Service wide consultation exercise with all social workers and family practitioners across Children's Services, regarding evidence and relationship based practice and the future direction for practice development in Islington. • A practice scrutiny exercise whereby the Senior Management Team immersed themselves in the social work teams for a week. During this period, they observed supervision, case discussions, home visits, planning and strategy meetings, spoke with parents and carried out file audits. • 4 external reviews of practice (Mock inspections), covering a range of social work settings, carried out since June 2016. • Regular auditing programme, with a particular focus in the last three months on CIN work. <p>The lessons learned from the Annual Complaints reports has been completed. A practice week was held in 2016/17 Q4 where the Targeted and Specialist Families Service Management team observe, assess and discuss practice.</p> <p>Risks remain around staffing and high attrition rates, which results in variable skills and abilities within the teams (practitioners, supervisors) as the development of skills and knowledge take time.</p> <p>An internal audit of foster care payments has identified improvements for the management of payments and business continuity. Management action is being undertaken in response. Internal audit are due to undertake a follow-up audit by the end of June.</p> <p>Currently undergoing an OFSTED inspection programme.</p>	<p>Currently set to embark on stage II of the Motivational Social Work project. This will involve embedding and expanding evidence based practice and supervision, and quality assurance system that establishes top down/bottom up monitoring and incorporates robust feedback loops. Project Plan to be in place by July 2017. F Culbert</p> <p>We await the OfSTED report, and will respond to recommendations with a action plan. F Culbert</p>


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<p>Decline in services to schools and pupils</p> <p>There is a risk of an unmanaged decrease in services due to decline in school, high needs and Early Years funding</p>		<p>There is heightened uncertainty in the funding outlook and underlying pressures are materialising. The financial impact of forced academisation on the Council is increasing and having a material impact on the underlying funding strategy for pupil and school support services.</p> <p>The pressure on the DSG is forecast at £1m per annum, with a further shortfall in funding for pupil and school support services of £900k in 2018/19, and in addition, there is less flexibility on how it is spent</p> <p>The risk is evolving due to changes in national policy. Implications for funding formula are election dependent.</p> <p>Schools budgets continue to face inflationary pressure, and the service business development plan has been developed to support the growth of the business in other markets to mitigate loss of income and ensure service viability.</p>	<p>We have recently begun an overall review of the DSG in Islington with Schools Forum, its sub groups and Enterprise in Schools Grant to address significant funding pressures within the DSG and for pupil and school support services that will feed into the school and early years funding consultation in the autumn. M Taylor</p> <p>We should know the full impact of the Governments National Funding Formula proposals by early Autumn. In terms of our own review and changes, these will be presented and primarily decided upon at the October Schools Forum. However, to fully implement any potential service changes will take longer, especially if they relate to changes in staffing structures as these will be driven by organisational consultations. Funding will change from April 2017. M Taylor</p>
<p>Violence against young people and youth Crime</p> <p>There is a risk that the council fails to respond adequately to and prevent rising crime involving young people despite additional funding and well publicised plans</p>		<p>The Youth Crime Plan has been refreshed. The Working together for a safer Islington 2017-20, will be published in June. It is a partnership plan to tackle youth crime in our borough. This follows in-depth consultation with YOS, Police, health, the community voluntary sector, residents, parents and so on.</p> <p>The new Islington Violence Against Women and Girls strategy was launched in February 2017 and is aligned with the Youth Crime Plan regarding prevention and early intervention.</p> <p>We are still seeing an increase in knife crime in Islington. Serious youth violence has increased in 2016/17 by 30%. There has been a 9% rise in knife crime for victims in under 25 year old (compared to 23% across London).</p>	<p>Launch of Working together for a safer Islington 2017-20. June 2017. C Briody</p> <p>Implementation of the Working Together for a Safer Islington plan including development of extended youth offer over the summer with outreach on Friday evenings and weekends, and extending the remit of the IGT to work with more young people on the periphery of gangs / at risk of youth violence. C Briody 2017/18 Q2 & Q3</p>

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<p>Future of affordable housing</p> <p>There is a significant risk that the reduction in social housing supply will reduce the council's ability to meet its longer term objectives for the provision of decent homes, social care and a fairer Islington</p>		<p>The Housing and Planning Bill has become an Act. Pay to stay (Tenant Tax) will no longer be mandatory. Uncertainty remains as to the timescale the implementation of high value void levy. In order to finance the payment of the levy the Council will have to sell assets including some housing stock. The Council has set up a programme (and programme board) to implement and mitigate reforms. Options for cost-effective sale of high value voids and a procurement strategy have been developed.</p> <p>Expected changes will (a) place further pressure on moving households out of temporary accommodation as we will see voids drop, and (b) restrict further the amount of rent we can collect – almost all households in TA will be affected by the new benefit cap. A new procurement framework to attract new supply of temporary accommodation is now in place.</p> <p>Turnover in our existing stock remains very low – most likely as a result of high house prices – making it difficult to meet new demand</p> <p>Welfare reforms present an additional challenge for the council and its residents. Changes such as the benefit cap (£23,000 pa/£15,000 pa for a single person) and roll out of Universal credit (October 2018) will impact the poorest residents, and potentially lead to rent arrears. Analysis has been carried out to identify affected residents, and work with them to get back to work.</p>	<p>Negotiate with CLG on formula for sales once details of the HVVL are announced – M Holdsworth/ L Hajimichael</p> <p>HRA investment strategy has been reviewed. Business Plan strategy will be written after clarity on HVVL– M Holdsworth/S Kwong</p>
<p>Health and social care integration</p> <p>There is a risk that new models of health and social care are financially unsustainable or do not provide adequate quality of care from the Council's point of view.</p>		<p>Social care demand is very sensitive to activity in the NHS.</p> <p>There are two partnerships: North Central London (Barnet, Enfield, Islington, Camden, Haringey) (STP), and Haringey and Islington (Wellbeing partnership).</p> <p>The Well Being partnership agreement, an agreement has been endorsed by NHS and local authority partners in Haringey and Islington. It aims to improve integration of health and social care which will be reviewed.</p> <p>The NCL boroughs' CCGs are aligning governing bodies, but merging the executive function (management). There is a risk this dilutes the attention to integration and joint commissioning in Islington. Furthermore the local relationships that underpin integration need to be re-established. The mitigation will come through the Wellbeing Partnership which is now moving to a formal partnership to ensure that the priorities and key commissioning requirements of the separate partners are given clarity and sufficient attention.</p> <p>Some key partners, such as the acute sector, continue to face increasingly severe financial challenges which may become risks to the whole system, including the council. Increased patient numbers and pressures in Emergency departments indicate system capacity pressures.</p> <p>The NCL Sustainability and Transformation Plan has not been finalised and is not yet in a form that is acceptable to NHS England, so there is still uncertainty as to the implications.</p>	<p>Haringey and Islington Councils are bringing their Health and Wellbeing Boards together so they have closer oversight of the development of the Wellbeing Partnership. S McLaughlin.</p> <p>The Chief Exec and the Adult, Children and Public Health Corporate Directors are taking part at every opportunity in consultation events around STP and collaborating with colleagues in four other boroughs to represent Local Authority interests. Reports regularly to Health and Wellbeing board.</p>

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<p>Serious Information Breach</p> <p>The Council does not keep sensitive and/or personally identifiable information secure resulting in a major breach of Data Protection legislation</p>		<p>General Data Protection Regulation (GDPR) became law in May 2016 and becomes enforceable in May 2018. This regulation will stay in UK Law despite Brexit unless it is overturned or replaced with further legislation.</p> <p>An action plan has been developed for GDPR with 10 workstreams. Leads have been nominated from each directorate and are meeting monthly from May. PWC undertook a readiness assessment and audit, and the action plan takes recommendations into account. However, the Information Commission Office (ICO) has not yet issued guidance on some aspects of the new regulation, so the full impact of some aspects is not completely clear. Therefore in many areas we are waiting clarity before we are able to progress our actions for GDPR; areas outstanding include; contracts, consent</p> <p>Information Asset Owner training took place in Feb with more planned for June</p> <p>New records library has gone live with publishers trained and Information Asset Owners receiving an email summary each time a document is published in their service area</p> <p>Internal Audit into Data held by third parties had a recommendation for GDPR compliance to be incorporated into contracts. The GDPR working Group will take this up once ICO have provided clarity on contract clauses.</p> <p>We are currently waiting for the findings of these audits but they will help to inform our actions, particularly in relation to the relationship between Information Governance and Shared digital, which remains an area of risk</p> <p>Staffing: We are recruiting to 2 additional fixed term posts to support the work for the GDPR however, there is still a concern around staffing capacity as the demand on business as usual services is increasing, new technology services requiring IG input and preparing the organisation for the GDPR.</p> <p>Ensuring compliance with GDPR from a technical perspective could have far-reaching system implications. The Information Governance team are working together with Shared Digital to assess, understand and mitigate these.</p> <p>Cyber-security continues to face challenges to meet privacy by design GDPR requirements. The tension between preventing a cyber breach and providing ready access to information continues.</p>	<p>The work ahead is all focused on GDPR, with specific deadlines to May 2018 (and beyond).</p> <p>Working group meets monthly from May with directorate leads</p> <p>10 work packages are being developed, based on the ICOs 12 steps to GDPR compliance. S Nicolson 2017/18Q4</p> <p>A risk prioritisation workshop is taking place in May to risk assess the action plan to prioritise critical areas for GDPR S Nicolson 2017/18 Q1</p> <p>The EU article 29 working party have issued their guidance on the role of Data Protection Officer under GDPR. The SIRO audit also looked at this role. Hope to have clarity and be beginning recruitment in the next quarter.</p> <p>Once the SIRO audit findings are available, clarity will be required with regard to how GDPR is implemented such that Information Governance and Data Protection within Shared Digital addresses every borough's risk appetite and GDPR requirements – E Garcez, 2017/18 Q3</p> <p>Working with O365 programme board to ensure that Islington's IG and Data Protection requirements are met,</p> <p>Further Information Asset Owner Training for new IAOs June 2017. S Nicolson</p>

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<p>Serious fraudulent activity</p> <p>There is a risk that the Council is not aware of the range of fraud risks facing it and thereby fails to design and implement effective preventive and detective controls. This could result in financial loss, disruption to service delivery and reputational damage</p>		<p>The Anti – Fraud Strategy, and Fraud Response and Risk plan are now on the Council's website and on IZZI</p> <p>The response and risk plan has been completed and is now available on IZZI. This includes all the “cross cutting fraud risks” as well as fraud risks by directorate.</p> <p>Participation of the London Counter Fraud Hub Pilot is progressing. Islington, Camden, Ealing, Croydon and Southwark are the 5 London Boroughs who will be part of the pilot in the proof of concept stage. Authorisation, data security and data processing documents have been completed as well as a PIA. First data transfers will begin in early June. Uncertainty remains regarding</p> <ul style="list-style-type: none"> - how payment by results works where there is no financial return on an investigation, such as Right to Buy and Tenancy Fraud. - whether the provision of the LCFH case management system will be an additional cost after initial promise of the system being free to pilot authorities. <p>Communications campaign has commenced under the heading: FRAUD – Stop It, Spot It, Report It: Full details are available on Izzi.</p>	<p>Progression of the LCFH:</p> <ul style="list-style-type: none"> • Contracts to be signed, Data Security agreement and Privacy Impact Assessment need to be completed. • Supply of Housing Tenancy, Council Tax and Business Rates Data to the Hub to enable the analytics process to start. • Move from the Proof of Concept stage to the Initial Operating Capability stage. Q3 2017. C Lobb. <p>Communications programme for Housing Tenancy Fraud and Blue Badge misuse/fraud to be signed off by the Fraud Forum. Q3 2017. C Lobb.</p> <p>An audit of ‘Conflicts of interest/ gifts and hospitality will be undertaken in 2017/18, E Brooks.</p> <p>Targeted training programme for all departments to include</p> <ul style="list-style-type: none"> • Review the content of existing training and any supplementary materials to reinforce/expand upon key messages where appropriate e.g. Safeguarding, Managing Discipline, Procurement, e-invoicing training. • Specialist investigation officers – qualification training to be commissioned by specialist and/or service leads dependant on funding. C Lobb. Q3 2017

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<p>Cyber breach</p> <p>Process Control Networks and/or Critical Information Assets may be compromised by computer-based unauthorized access or malicious modification of code</p>		<p>Ransomware will continue to be the biggest threat in 2017.</p> <p>Mobile cyber security has been strengthened considerably: we have recently consolidated all mobile phones to Intune. There are residual users of our previous mobile solutions – XenMobile and Good for Enterprise – which we are still working to move onto Intune.</p> <p>New firewall management system and the log retention and enhanced network monitoring have been implemented. However, the loss of agency workers due to IR35 changes has resulted in reduced capacity and capability and we are unable to make full use of these excellent tools at this time. The Network Security Manager is working across the three councils to explore where we can free up capacity and create capability through specialisation.</p> <p>Concerns over home grown development of applications are being addressed: we now have a database of all applications currently in use to help us manage vulnerability testing and updating. Elements of the service have recently been centralised and are being aligned to corporate policies. As part of this we are identifying vulnerabilities and risks, and actively managing and responding to them.</p> <p>With planned separation of technical cyber security and information governance into separate reporting lines we need to establish protocols for continued joint-working. New CDIO is in discussion with all three SIRO's to agree risk approaches, but awaiting findings of internal audit. Further risks will arise and need to be addressed as we move towards full implementation / use of cloud and look into introducing Fusion.</p>	<p>PwC to complete an internal audit assessing how the role of SIRO aligns to Shared Digital</p> <p>Working to fully embed Intune.</p> <p>In addition to the current controls, which include multiple layers of technical defence against viruses and malware and regular (at least annual) PEN testing of core infrastructure, actions include</p> <ul style="list-style-type: none"> Increasing frequency of backup, and retention of more 'backup points' to enable restoration to 'pre-infection' point Regular patching of the environment, with frequency being reviewed – needs to be balanced against disruption that it causes Shared learning across Islington, Camden and Haringey is underway, including testing of new solutions to better secure and protect our environments; will be considering the introduction of new/ additional defences once review complete Increasing focus on user training and awareness, this being the main weak point in our worlds E Garcez 2017/18
<p>Significant H&S incident</p> <p>There is a risk of a significant H&S incident (life changing/fatality) compromising the safety and wellbeing of service users, public or the workforce</p>		<p>Schools: Auditing of schools has been completed for the two year cycle and we are now embarking on the next two year auditing programme. The three minor non conformities have all been closed out with regard to the internal audit on schools. The additional adviser for schools has been appointed and is now in place.</p> <p>A recent council prosecution (February) by the HSE for breaches under section 3 of the H& S act within a school. Going forward, we will be undertaking design and technology audits of all secondary schools in addition to the two year rolling audit programme.</p> <p>Asbestos: Created a council wide asbestos database, which is currently being tested by key stakeholders and we expect to start rolling this out in June or July 2017</p> <p>Legionella: Following the audit, all 14 low risks non compliance issues have been closed out and we are monitoring legionella via an external contractor on a monthly basis.</p> <p>Drugs and alcohol: random testing programme went live in January 2017, following a pilot. Since the pilot began three people have tested positive for cocaine and one person for excessive alcohol in the blood. They are subject to disciplinary procedures in line with HR policy.</p>	<p>Fire policy has been reviewed and implemented in 2011/16/17 Q4. However the Fire Audit (due in Q4) has been delayed and is set to begin in May 2017. D Lewis.</p> <p>Embarking on a new 2 year cycle of school audits, concentrating on any outstanding actions from the previous audits. D Lewis</p> <p>Design and technology audits of all secondary schools this quarter 2017/18 Q1 D Lewis</p> <p>A Gas & electrical safety audit is due in 2017/18 Q3 D Lewis</p> <p>A council wide asbestos database, to be rolled out 2017/18 Q2 D Lewis</p>

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<p>Responsiveness and resilience</p> <p>There is a risk we are not able to recover critical internal processes or respond effectively to an emergency following a disruptive event within a suitable timeframe</p>		<p>Live testing arising from incident response carried out as a result of incidents and exercises, e.g. Upper St Flood, Exercise Unified Response, Westminster Bridge, 222 & Town Hall lockdown, Social Worker threats and school security threats.</p> <p>Progressing the installation of the emergency generator at 222 Upper St.</p> <p>Longer term challenges include:</p> <ul style="list-style-type: none"> • Responding to demand for building and event security advice from Emergency Planning Team • Impact of change and staffing issues in Shared Digital Services 	<p>Complete implementation of review which integrates Emergency Planning and Business Continuity functions and recruit to new structure - Q1 2017/18 (JH)</p> <p>Adopt update Crisis response Plan – Q1 2017/18 (CMB)</p> <p>Implement outstanding actions arising from the audit of business continuity including the need for critical services to have appropriate out of hours arrangements to respond to incidents – Q2 2017/18 (Corporate Directors)</p> <p>Complete programme of updating business impact assessments and business continuity plans – Q2 2017/18 (Corporate Directors and EPU)</p>